

# **Total Army Performance Evaluation System**

**(TAPES)**

**Briefing**

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**19 December 2001**



# TAPES/AWARDS TIGER TEAM

## Background:

- ❖ Initiated at CG request based on the IG Assessment
- Tiger Team established on 21 September 2001
- TAPES/Awards Tiger Team:

Team Leader: Carolyn Raines, CSH

### Members:

Vern Brann & Tim Behan, *O Dir*  
Randi Kahl, *PM TRADE*  
Li McCombs, *PM ITTS*  
Elaine Perrin, *CAPO*  
Bob Raisler & Sheila Laporta, *PM CATT*  
Bill Reese, *E Dir*  
Arlene Whisner, *R Dir*

- Team was tasked to identify major concerns and issues of the Total Performance Evaluation Systems (TAPES) and Awards





# TAPES/AWARDS TIGER TEAM

## Background:

- ❖ 22 major TAPES issues/concerns identified
- ❖ Survey sent to all STRICOM civilian employees on 15 Oct 01
  - Survey open 7 days
  - Select “Top Five” Items
- ❖ 46% response rate (206 respondents out of 451)
- ❖ Results of survey shared with STRICOM employees
- ❖ Analysis is divided into the TAPES survey, findings, and recommendations

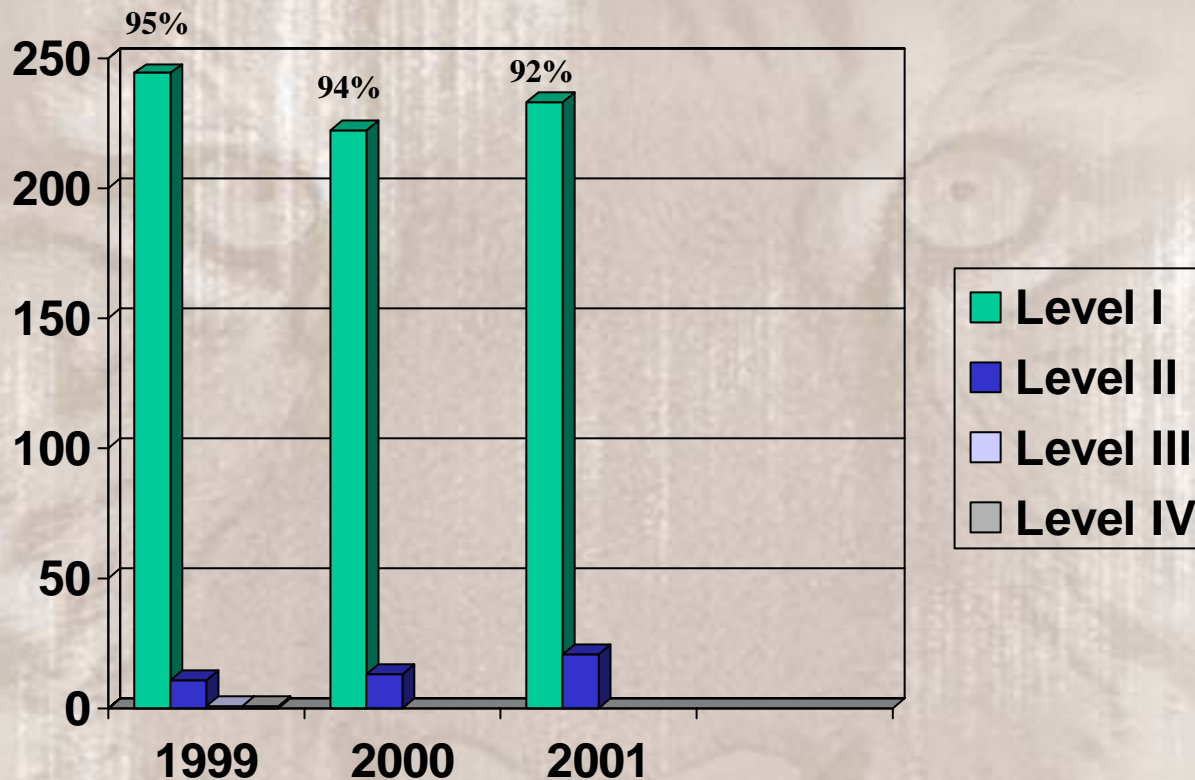
## Today:

- ❖ Define/identify action items and recommendations



# TAPES/AWARDS TIGER TEAM

## GS-13 and Above Tapes Ratings



Level I - 95%

Level I - 94%

Level I - 92%

Level II - 4%

Level II - 6%

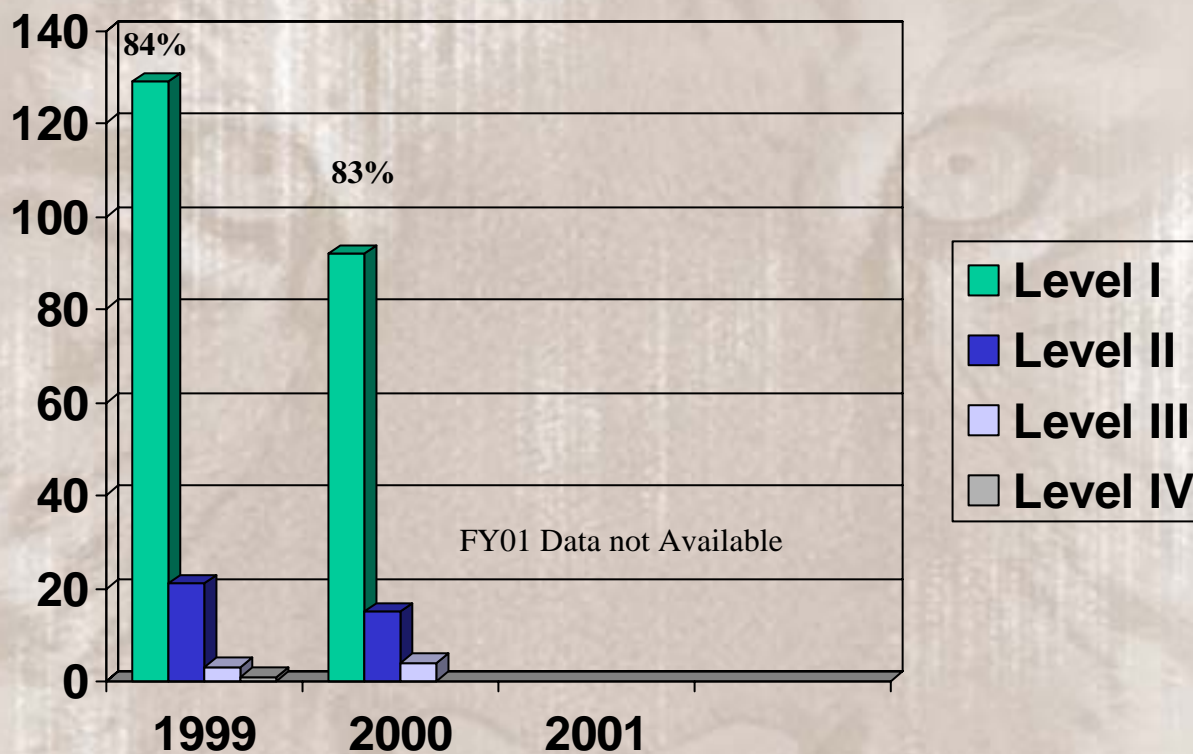
Level II - 8%

Level III/IV - 1%



# TAPES/AWARDS TIGER TEAM

## GS 9-12 Tapes Ratings



Level I - 84%

Level II - 14%

Level III - 1.9 %

Level I - 83%

Level II - 14%

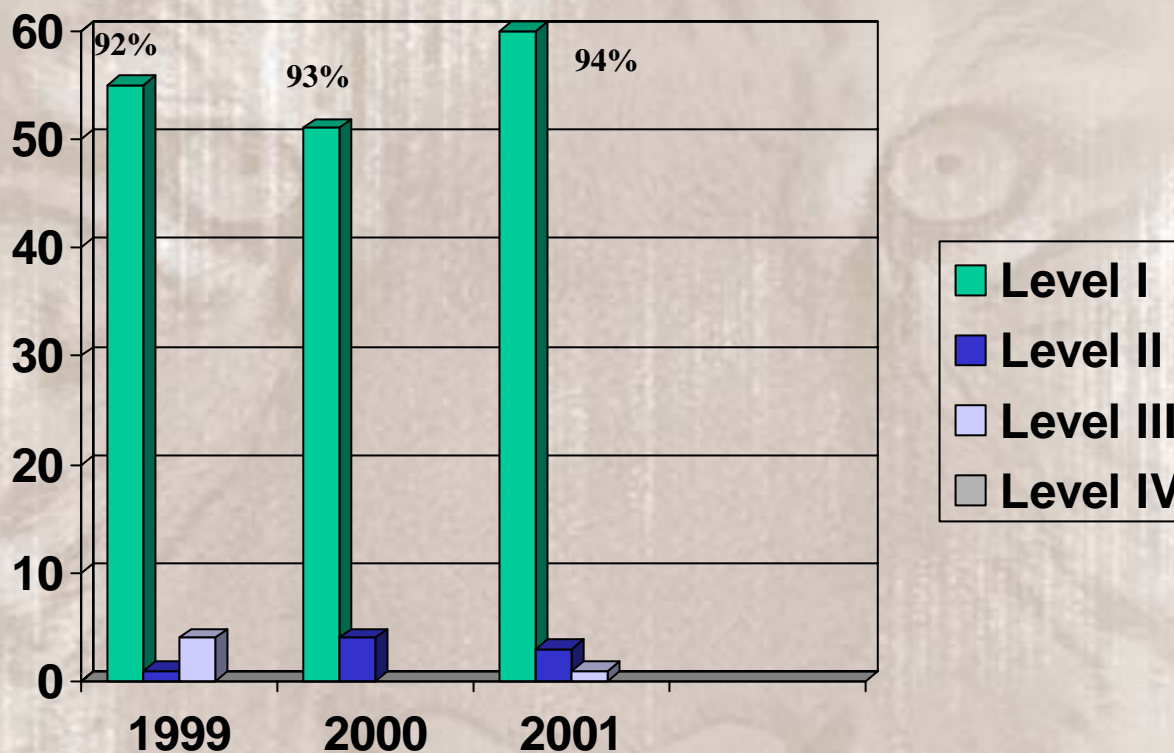
Level III - 3%





# TAPES/AWARDS TIGER TEAM

## GS-8 & Below Tapes Ratings



Level I - 92%

Level II - 1%

Level III - 7%

Level I - 93%

Level II - 7%

Level I - 94%

Level II - 4%

Level IV - 2%

# STRICOM TAPES SURVEY RESULTS

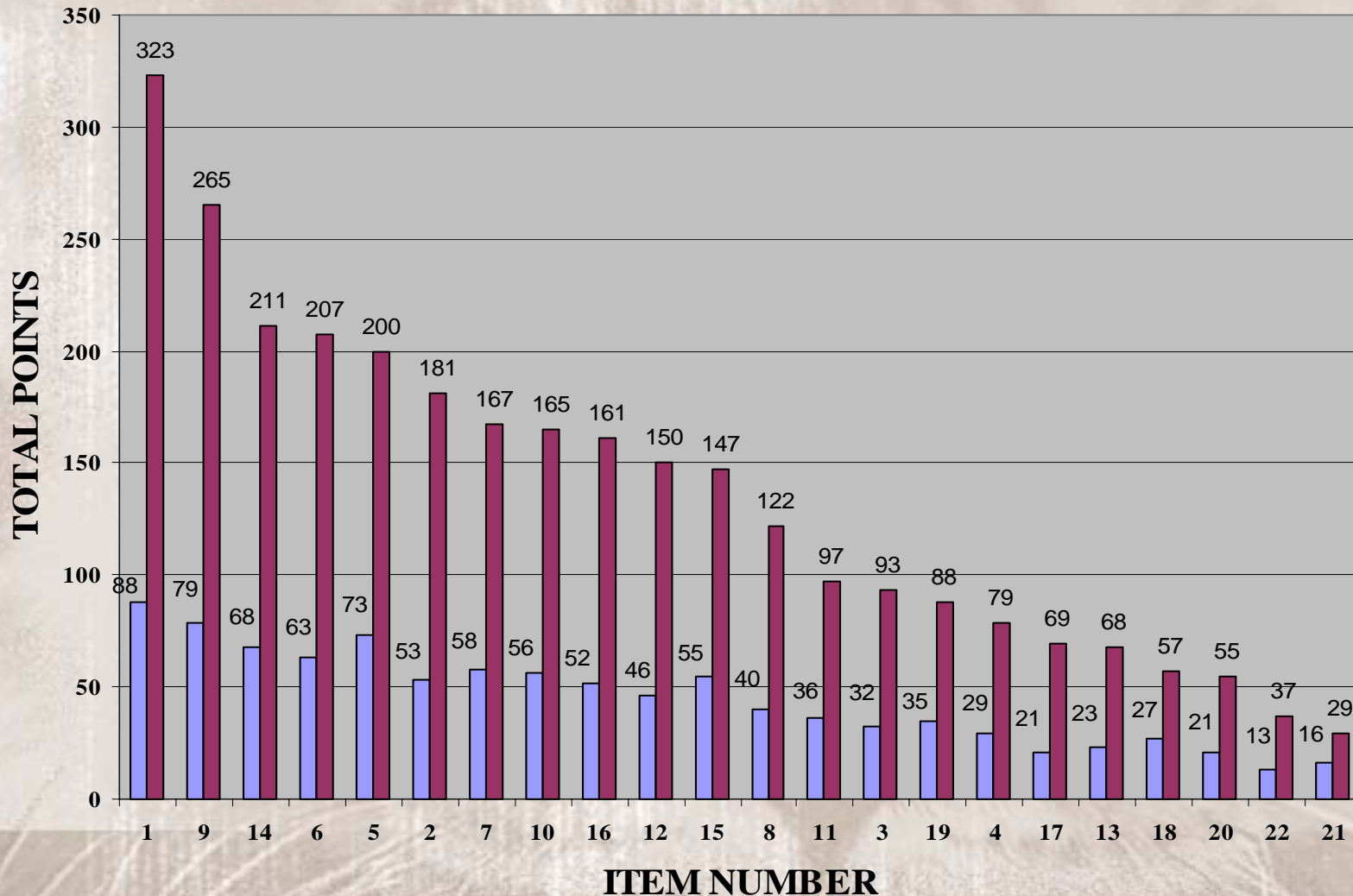
Item No.	Description	Total Points
1	Need to define measurable objectives, identify critical elements, and have accomplishments track back to objectives.	323
9	Supervisors/managers do not know how to deal with poor performers.	265
14	Include career counseling as part of annual performance review.	211
6	PM/Director give ground rules for evaluations and awards to employees up front each year and enforce current TAPES regulation.	207
5	TAPES performance objectives should be a working document (i.e., reviewed/revised all year).	200
7	Do not establish bell curve of ratings because it's counterproductive to our workforce.	181
2	Supervisors need to be evaluated on their TAPES compliance. Supervisors need to be timely in establishing performance objectives and conducting mid-point and annual reviews.	167
10	Train and emphasize employee/supervisor interaction about performance objectives, job duties, taskings, and keeping supervisor informed about accomplishments.	165
16	Some supervisors don't understand the complexity of their employees jobs.	161
15	Nothing requires supervisors to get input about matrix personnel from the PM organization or the rater and intermediate rater to discuss/resolve issues if there are problems. Matrix team leaders are more aware of performance than Directorate.	150
12	Managers/supervisors need training on giving feedback to their employees.	147
8	Supervisors are afraid to confront employees.	122
11	AMC/STRICOM provide both managers and employees annual training on TAPES and writing performance objectives.	97
3	Supervisors' performance objectives need to include formal way of documenting initial and mid-point counseling (e.g. Database).	93
19	Supervisors get input from peers and subordinates for annual evaluations.	88
13	Provide communication and team building training.	79
17	Only those taking on additional objectives during rating period can receive top block.	69
4	Employee needs to be timely in providing input to supervisor (i.e., creating performance objectives and providing support form for annual appraisal).	68
20	Establish policy to define the mandatory list of non-monetary awards that, if received, should be included in TAPES (e.g. Commander's Coin, Star Note, letters from other Commands and Employee of the Quarter).	57
18	Establish and apply goal of not-to-exceed 1:15 supervisor/employee ratio.	55
22	Change senior rater to PM/Directorate level for their senior secretaries.	37
21	Establish monthly supervisory meetings to share ideas.	29
	Scoring: Priority # 1 = 5 points, # 2 = 4 points, etc. Multiplied by number of times chosen = total score.	
Sg01-11-009		



# TAPES/AWARDS TIGER TEAM

## TAPES SURVEY RESULTS

No. of Respondents  
Total Points

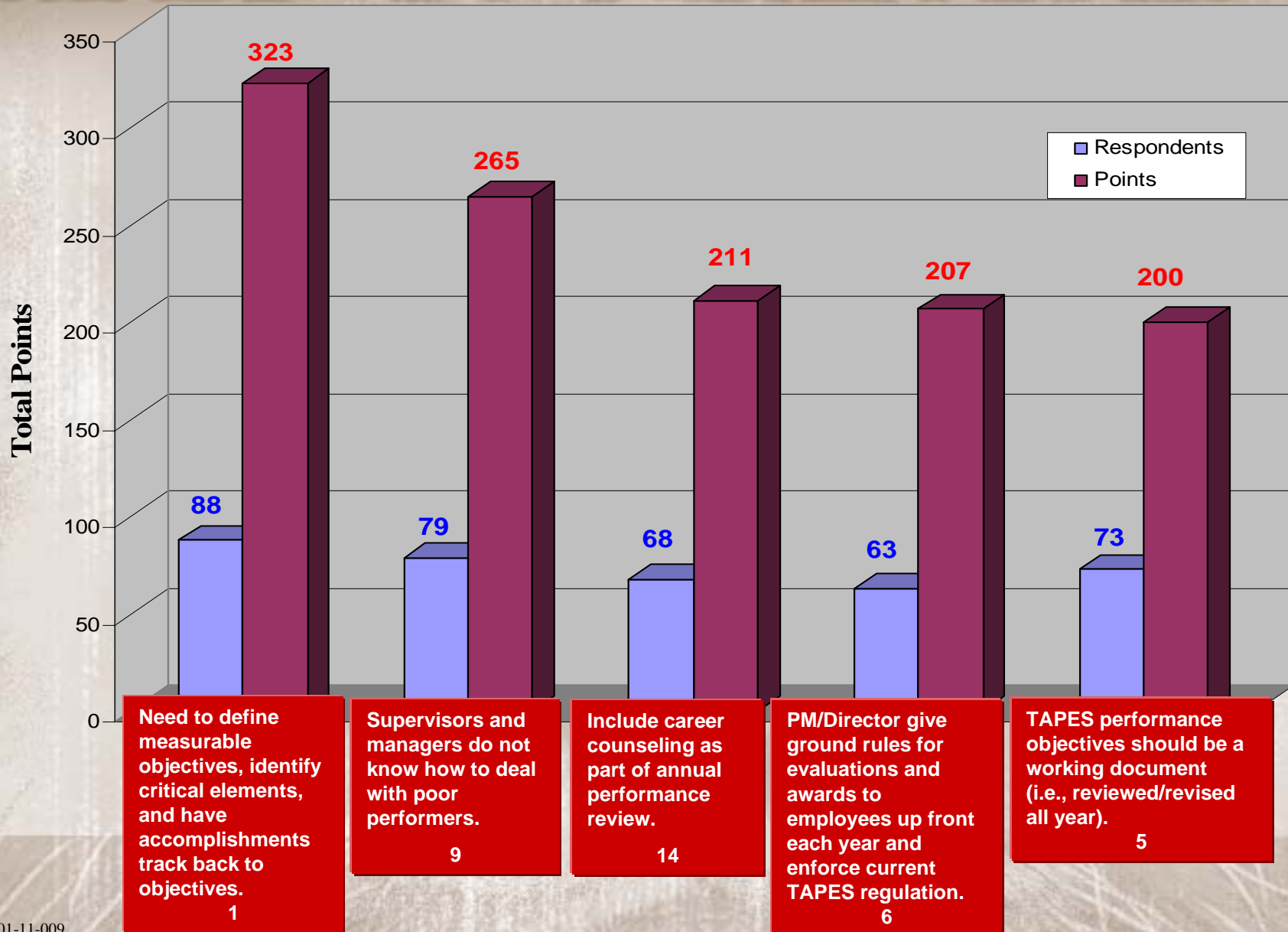






# TAPES/AWARDS TIGER TEAM

## TAPES SURVEY (Top 5 Items)





# TAPES/AWARDS TIGER TEAM

***# 1 Need to define measurable objectives, identify critical elements, and have accomplishments track back to objectives.***

## ❖ Measurable Objectives

- Determine intended output, i.e. what is to be accomplished
- Help Aids: Accurate position description, organizational goals/objectives
- Get ratees' input
- Measure by: quality, quantity and manner

## ❖ Types of Objectives (all are critical)

- Routine - day-to-day work
- Problem - solving - identify better way(s) of doing business
- Innovative - new approach/initiatives
- Professional development - training that aids ratee in doing the job better

## ❖ Documenting/Accomplishments

- Raters/ratees keep track of accomplishments throughout the rating period
- Do mid-point counseling (at a minimum)
- Ensure accomplishments track back to the stated objectives



# TAPES/AWARDS TIGER TEAM

***# 1 Need to define measurable objectives, identify critical elements, and have accomplishments track back to objectives.***

## ❖ **Recommendation:**

- Supervisors should explain the relationship of objectives and accomplishments to position description and mission
- PM/Dirs build an internal measurement system, tailored to STRICOM goals/mission, which determines individual accomplishments as related to STRICOM goals/mission
- Supervisors should be held accountable for identifying and communicating the STRICOM goals and performance objectives within the rating chain
- Provide training to ensure meaningful/measurable performance objectives are understood and applied
- Failure to communicate hinders STRICOM goals, meaningful/measurable standards in its quest for optimum results. Ensure all understand what is expected; communication is key to success





# TAPES/AWARDS TIGER TEAM

## ***#2 Supervisors/managers do not know how to deal with poor performers***

### **❖ Reasons Supervisors Give for Not Addressing Poor Performance:**

- Dealing with poor performance is time consuming**
- If I take action against an employee it will lower morale among other employees**
- It requires special human relations skills**
- The procedural steps involved in addressing poor performance are complex and highly technical**



# TAPES/AWARDS TIGER TEAM

## ***#2 Supervisors/managers do not know how to deal with poor performers***

### **❖ Ways to Prevent Poor Performance:**

- Communicate clear performance standards and expectations to employees**
- Provide regular and frequent feedback on performance**
- Reward and recognize good performance, formally and informally**
- Make full use of probationary period for new employees**





# TAPES/AWARDS TIGER TEAM

## ***#2 Supervisors/managers do not know how to deal with poor performers***

### **❖ Recommendation:**

- **Provide training with regards to handling poor performance. Provide OPM booklet and CD ROM on Poor Performers as requested by supervisors/managers who perform TAPES evaluations**
- **Make sure supervisors/managers are aware that poor job performance may be caused by illness, disability, substance abuse, personality conflict, family problems, lack of training, low job morale, or other problems**
  - ◆ **Depending on the cause, supervisors may refer employees to the [Employee Assistance Program](#) for counseling or may seek a fitness-for-duty medical examination to determine physical or mental capability to do the job**





# TAPES/AWARDS TIGER TEAM

## **#2 Supervisors/managers do not know how to deal with poor performers**

### **❖ Recommendation:**

**Additional guidance for supervisors/managers on how to proceed for cases of poor performance which are not due to illness, disability, substance abuse, personality conflict, family problems, lack of training, low job morale, or other problems.**

#### **➤ An employee is performing poorly**

- a. Verbal conversation between immediate supervisor and employee to determine the origin of the problem (i.e. Training needed, personal problems, etc.)**
- b. Documenting corrective actions required (assigns training, modify behavior, get recognition that counseling is needed, or other reasons)**
- c. Follow up after original recognition of poor performance**

#### **➤ Continued poor performance**

- a. Secondary meeting to discuss failed attempts at improving poor performance.**
- b Discuss possible consequences if goals for improvement are not met**
- c. Documenting secondary improvement plan**
- d. Supervisor/manager considering informing upper management**



# TAPES/AWARDS TIGER TEAM

***# 3 Include career counseling as part of annual performance review***



## **Background:**

- Supervisors, as leaders, have a responsibility to provide career counseling to help employees develop to their highest potential:
  - ◆ Give each employee a chance to evaluate his/her needs, interests, and skills in relation to career opportunities
  - ◆ Help the employee develop short- and long-range career goals
  - ◆ Explore ways to meet those goals
  - ◆ Identify resources to help meet career development needs





# TAPES/AWARDS TIGER TEAM

**# 3 Include career counseling as part of annual performance review**



## Problem:

- Only 61% of employees get career development information from their supervisors. (*Source: January 2001 IG Assessment*)
- Some supervisors and career program managers lack the skills to provide career counseling
- Some employees lack the skills to fulfill their career development responsibilities (*e.g., self-assessment and career goal exploration*)





# TAPES/AWARDS TIGER TEAM

***# 3 Include career counseling as part of annual performance review***



## **Recommendation:**

- Provide career counseling training to supervisors, career program managers, and employees
- Make DA Pamphlet 690-43, “A Supervisor’s Guide to Career Development and Counseling for Career Program Employees” available to all employees through a hot link
- Add TAPES performance objective to hold supervisors accountable for career counseling



# TAPES/AWARDS TIGER TEAM

***# 4 PMs/Directors give ground rules for evaluations and awards to employees up front each year and enforce current TAPES regulation***

- **An award is based on the contribution and the impact of the accomplishments**
- **A performance rating is based on individual objectives and accomplishments against those objectives.**
- **People who made the biggest contribution or had the biggest positive impact on the soldier/training/command, etc. should get the largest awards.**
- **There are no guarantees for a certain percentage (\$\$\$) based on a top block rating.**





# TAPES/AWARDS TIGER TEAM

***# 4 PMs/Directors give ground rules for evaluations and awards to employees up front each year and enforce current TAPES regulation***

- **A performance rating is based on individual objectives and accomplishments against those objectives.**
- **There is no regulatory entitlement to a cash award based on a top block rating.**



# TAPES/AWARDS TIGER TEAM

## ***# 5 TAPES Performance Objectives should be a working document***

**There is a perception that performance objectives are not reviewed or updated once they are initially created. Regulations require that objectives be a working document. As an employee's tasks change throughout the year, the objectives should be updated accordingly.**





# TAPES/AWARDS TIGER TEAM

## ***# 5 TAPES Performance Objectives should be a working document***

### **❖ Recommendation:**

- **Supervisor's TAPES should require periodic reviews/updates of employees' objectives**
- **During face-to-face initial and midyear TAPES reviews, supervisor should discuss the need to update objectives**
- **Additional objectives reviews could be encouraged quarterly via e:mail**
- **Objectives should only be changed by agreement between the supervisor and the employee**
- **Enforce the current TAPES regulations**



# TAPES/AWARDS TIGER TEAM

## *Comments from TAPES Survey*

- **PDs, rather than supervisors, should be responsible for team member's evaluation**
- **Need to have a process for providing feedback about employees' performance to supervisors**
- **Quarterly review rather than twice a year**
- **Leadership needs to have leadership performance objective**
- **Lab Demo – link with TAPES/Awards Tiger Team**
- **Consider Pass/Fail system rather than TAPES**
- **Consider implementing 360-degree feedback tool to give supervisors information about their performance**
- **Standards need to be consistent for grade/series**
- **Hold supervisor accountable for employees' poor performance**
- **CG/DCG should monitor supervisors of employees with marginal/unsatisfactory performance ratings**
- **Supervisors provide employees with concrete improvement plan at mid-point counseling session if employee not in top block**
- **Employees should get feedback from peers/subordinates**
- **Poor performers need to get Level III acquisition certification**
- **Provide annual TAPES training to supervisors and employees**
- **Give outstanding employees a choice in assignments**
- **Look at TAPES/Awards metrics – e.g., the number in top block, the difference between pay grades**

